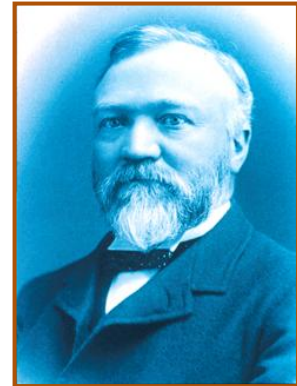


Ways to Change People

Andrew Carnegie (1835 – 1919) was a Scottish-American industrialist, businessman and entrepreneur who led the enormous expansion of the American steel industry in the late 19th century. He was also one of the most important philanthropists of his era.

His first job was as a worker in a bobbin factory. He went on from there to become a bill logger for the owner of the company, then a messenger boy. Eventually, he progressed up the ranks of a telegraph company. He built Pittsburgh's Carnegie Steel Company, which was later merged with Elbert H. Gary's Federal Steel Company and several smaller steel companies to create U.S. Steel. His net worth was \$298.3 billion in 2007 dollars, based on information from *Forbes*.



It should go without saying that Carnegie knew something about success, if measured in entrepreneurial ventures and creation of capital. But he talked much about interpersonal relationships and the role those play in achievement of goals. As an example, here is Carnegie's list of 9 ways to change people without giving offense and arousing resentment:

Rule 1: *Begin with praise and honest appreciation. "A barber lathers a man before he shaves him."*

Rule 2: *Call attention to people's mistakes indirectly.*

Rule 3: *Talk about your own mistakes before criticizing the other person.*

Rule 4: *Ask questions instead of giving direct orders.*

Rule 5: *Let the other man save face.*

Rule 6: *Praise the slightest improvement, and praise every improvement. Be "hearty" in your approbation and lavish in your praise.*

Rule 7: *Give a man a fine reputation to live up to.*

Rule 8: *Use encouragement. Make the fault you want to correct seem easy to correct; make the thing you want the other person to do seem easy to do.*

Rule 9: *Make the other person happy about doing the thing you suggest.*

Perhaps in Andrew Carnegie's list, you may find a nugget or two that will be useful. It may not make you \$298 billion, but, hopefully, some measure of success will result.

– Beecher Hunter